caEHR Site Visit Training

May 25, 2010

Agenda

- Site Visit Overview

- The Interview Guide

- Risk Assessment Approach

- Before, During and After the Interviews

- A Few Reminders

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➡ **Site Visit Overview**

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Site Assessment Objectives

- Measure readiness of each NCCCP site for caEHR deployment

- Provide caEHR risk and readiness profile for each NCCCP site

- Identify risk areas and areas of improvement

- Recommend steps necessary to prepare the NCCCP sites for caEHR deployment

- Recommend deployment options for each NCCCP site for each business capability deployed

(From Overall Assessment and Deployment Plan)

Benefits of Site Assessment for Sites

- Gain an understanding of the current environment at the sites in terms of people, processes and technology

- Gain an understanding of their relative readiness to deploy caEHR solutions

- Identify communication, change management, training and deployment best practices within their organization that can be leveraged to support caEHR deployment

- Identify critical concerns that must be addressed regarding caEHR deployment

- Gain an in-depth understanding of site-specific requirements for caEHR solutions

- Understand the expectations of the site in relation to the goals and objectives of the caEHR program

(From Overall Assessment and Deployment Plan)

Phases of Site Assessment

- Phase I - General Assessment
  - General assessment provides broad evaluation of site readiness for caEHR deployment in the context of:
    - Business Management
    - Operations
    - People
    - Process
    - Technology
  - Completed during initial site assessment visit

- Phase II - High-level Business Capability Assessment
  - High-level Business Capability assessment
    - Identifies which caEHR Business Capabilities already exist at a site
    - EHR systems that provide them
    - Determine priorities for the remaining Business Capabilities
  - Completed during initial site assessment visit

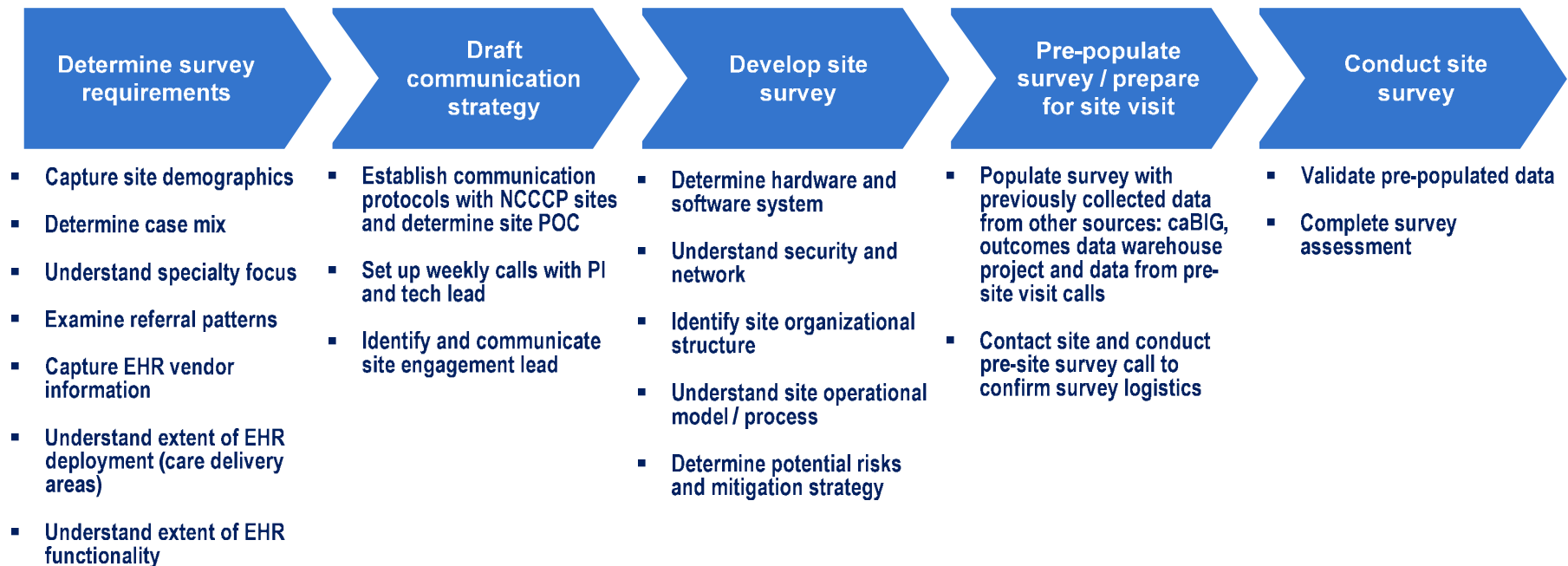*(From Overall Assessment and Deployment Plan)*

Phases of Site Assessment (continued)

- Phase III – Focused Business Capability Assessment
  - Focused on specific Business Capabilities
  - Detailed technical gap analysis will be performed to review existing solutions at a site and to determine an optimal deployment model for each Business Capability
  - SAIF-based gap analysis will score caEHR compliance using Business/Enterprise, Technology, Informational, Computational, and Engineering Viewpoints
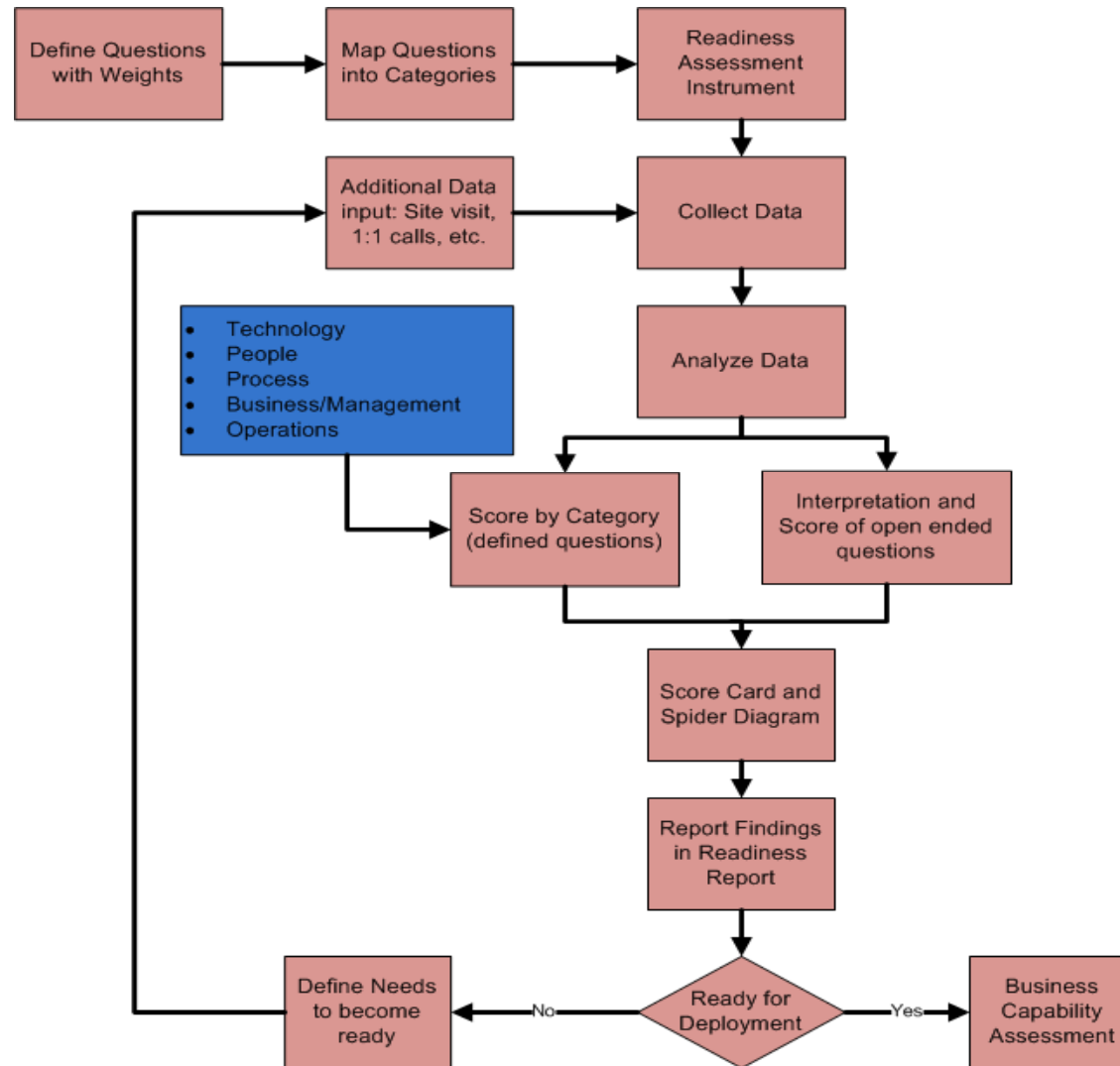 - Conducted at a later date prior to the finalization of each Business Capability

(From Overall Assessment and Deployment Plan)

General Assessment Steps

Determine survey requirements	Draft communication strategy	Develop site survey	Pre-populate survey / prepare for site visit	Conduct site survey
• Capture site demographics • Determine case mix • Understand specialty focus • Examine referral patterns • Capture EHR vendor information • Understand extent of EHR deployment (care delivery areas) • Understand extent of EHR functionality	• Establish communication protocols with NCCCP sites and determine site POC • Set up weekly calls with PI and tech lead • Identify and communicate site engagement lead	• Determine hardware and software system • Understand security and network • Identify site organizational structure • Understand site operational model / process • Determine potential risks and mitigation strategy	• Populate survey with previously collected data from other sources: caBIG, outcomes data warehouse project and data from pre-site visit calls • Contact site and conduct pre-site survey call to confirm survey logistics	• Validate pre-populated data • Complete survey assessment

(From Overall Assessment and Deployment Plan)

General Assessment Workflow

(From Overall Assessment and Deployment Plan)

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The Interview Guide: Overview

- Important component of Phase I is the Site Assessment: General Assessment (aka "Readiness Assessment Instrument" or "Site Survey")

- Purpose of the Interview Guide is to understand:
  – The roles, responsibilities and departmental groupings of staff at the NCCCP site
  – The workflow and functionality of the site
  – The processes and technology utilized at the site

- Data will be collected during face-to-face meetings with the NCCCP site project team and other key stakeholders

The Interview Guide: Overview (continued)

- The Interview Guide is comprised of over 380 questions, grouped into six major categories:
    1. Business Capabilities
    2. Business Management
    3. Operations
    4. People
    5. Process
    6. Technology

- For each site visit, the Interview Guide will be pre-populated with data collected from other NCCCP projects and from public domain and will be validated during site assessment visits

- Questions in each section may best be answered by staff with specific skill sets and/or roles

- Suggested staff roles/titles, as well as specific people when known, are noted at the beginning of each section of the Interview Guide

Completing the Interview Guide

- Using a laptop, select the appropriate section of the Interview Guide; enter responses to each question directly into the spreadsheet
  - Use pencil/paper as backup as needed

- Each section begins with eight demographic questions about the *primary respondent for the section* (e.g. name, title, etc)
  - Be sure to fill these questions out completely so we can contact the appropriate responder, as needed

- Each question be answered in the "Response" column in one of 4 ways:
  - Yes/No (drop down)
  - Free text
  - Scale (1-5)
  - Multiple choice

Completing the Interview Guide (continued)

- Demographic question

		Section 1 Business Capability			
		This section contains questions on several site organizational and technical business key functional capabilities. Questions also focus on overall site goals as well as site readiness to meet Meaningful Use Criteria			
		Suggested respondents:			
		• Clinical Analyst			
		• Director of Clinical IT			
		• Cancer Center Administrator			
Categories for Scoring	Areas/Departments / Process	Questions	Pre-Interview Data Collection	Response	Additional Notes
Business/Management/Technology	Administration	Name of person being interviewed		John Smith	
Business/Management/Technology	Administration	Title/role/division		Cancer Center Director	
Business/Management/Technology	Administration	What NCCCP organization/facility/satellite location do you work for?		NCCCP Site	
Business/Management/Technology	Administration	Office phone number		xxx-xxx-xxxx	
Business/Management/Technology	Administration	Cell phone number		xxx-xxx-xxxx	
Business/Management/Technology	Administration	Email address		johnsmith@NCCCP.com	

Completing the Interview Guide (continued)

- Yes/No question

caEHR
Deployment Team

Categories for Scoring	Areas/Departments / Process	Questions	Pre-Interview Data Collection	Response	Additional Notes
Business/Management/Technology	Patient Management	Do you have a Scheduling system in place?	Yes	Yes	MS Outlook. Client should upgrade to scheduling system
				Yes No In planning stages	
Business/Management/Technology	Patient Management	Which electronic Scheduling system or systems provide this functionality?			

Completing the Interview Guide (continued)

- Free text question

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Categories for Scoring	Areas/Departments/ Process	Questions	Pre-Interview Data Collection	Response	Additional Notes
Business/Management	Business/Communication	What are the needs of each major communications audience for information with regard to the caEHR project?			
Business/Management	Business/Communication	Does your site have a coordinating body that effectively and proactively communicates and coordinates change initiatives across internal clinical and IT/informatics teams/steering committees?			
Business/Management	NCCCP site details	What is the size of the cancer community served (number of satellite clinics)?		5 surrounding counties which include some in the neighboring state, 5 satellite clinics	

Completing the Interview Guide (continued)

- Scale question

caEHR Deployment Team

Categories for Scoring	Areas/Departments / Process	Questions	Pre-Interview Data Collection	Response	Additional Notes
Business/Management/Technology	Patient Management	How satisfied are you with this functionality and performance? (0-N/A, 1 - Very Dissatisfied, 2, 3-Satisfied, 4, 5-Very Satisfied)		3-Satisfied	
Business/Management/Technology	Patient Management	Please indicate on a scale of 0-5 how important the Patient Registration system is to your business needs. (0-N/A, 1-Not Important, 2,3-Neutral, 4,5-Very Important)		0-N/A 1-Very Dissatisfied 2 3-Satisfied 4 5-Very Satisfied	

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Risk Assessment Approach

- Each of the questions in the guide will be grouped into 3 categories:
  - 1: General Information (Demographics, e-mail address, etc.)
  - 2: Important information to know regarding the caEHR project
  - 3: Information critical to the caEHR project

- Level 2 and 3 questions will be assessed in terms of yes/no or progression toward one or the other
  - These responses will be weighed to determine a risk assessment**
    - High Risk: 0 points
    - Medium Risk: 50 points
    - Low Risk: 100 points

- Responses to the questions will be analyzed and scored
  - Findings will be presented to the site for review and discussion
  - The Deployment team will work collaboratively with the site to develop a site specific deployment plan

Risk Assessment Approach (continued)

- Questions will be put into a "risk category"
    - Risk categories based on specific answers as well as additional comments and other available information related to that particular question**
        - High risk-range: Red
        - Med risk-range: Yellow
        - Low risk- range: Green

- Each section will be looked at individually to determine overall level of risk

- Site-specific action plan will be proposed to address the steps needed to reduce risk and allow the site to move forward with adopting/adapting the proposed business capabilities

- Action plans will be presented to the site, and assistance will be provided as appropriate

Definition of 2nd Tier of Assessment

- Point Assignment:
  - High Risk (0 points): No/Not on track to meet the project scope or deadline
  - Medium Risk (50 points): No/ Not completed but is on track to be done within the parameters of the caEHR project
  - Low Risk (100 points): Yes/Completed

- Risk Assignments:
  - High risk-range: 0-50% of the total points achievable in a section
  - Med risk-range: 51-75% of the total points achievable in a section
  - Low risk-range: 76-100 % of the total points achievable in a section

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Before the Interviews

- People
  - Ensure that the Site identifies and makes available the appropriate staff for the interviews
    - Recommended staff (expertise) for each section are noted at the beginning of each section of the Interview Guide
  - Remember that physicians and other clinicians need the most lead time to schedule
  - Create a detailed contact list of all attending interviews, including name, title, email address, role

- Place
  - Conduct interviews in a quiet location
  - Arrange specific interview locations prior to the visit

Before the Interviews

- Process
  - Determine who the Facilitator and the Scribe will be for each section of Interview Guide (see next slide for Facilitator/Scribe role description)
  - *PRACTICE, PRACTICE, PRACTICE*
    - *Practice* going through all of the questions in your section at least once, so that you are very familiar with the questions, and options for each answer
    - *Practice* so you know the questions to be fluid and flexible during the conversation so you know how and where to input information into the guide
    - *Practice* filling in the data fields (by direct input/typing; if on paper, then practice entering data into the Guide)
    - *Practice* using the tape recording device. Make sure you have extra batteries and/or a working power cord (Always check with the interviewee if it is okay to record. Make it clear the reason for recording – allows the interviewer to go back and listen to responses for clarification)
  - Add in "buffer" time to each interview – they usually take longer than expected
  - Don't forget to schedule in lunch and breaks!

Before the Interviews (continued)

Facilitator

- Interview Lead
- Overview, introductions
- Guide respondents through questions, elicit responses
- Tag team with Scribe for clarification on questions
- Record responses on paper

Scribe

- Interview support
- Lead recorder of information
- Tag team with Facilitator for clarification on questions
- Record responses electronically
- Timekeeper
- Manage tape recording

During the Interviews

- Take time to introduce everyone
  - Spend a few minutes getting to know each other before launching into the Interview Guide

- Make sure that everyone understands the purpose of the site visit
  - There may be last minute additions to the on-site respondents for the Interview Guide who will need a quick overview of the program and process

- Set clear expectations for use of the Interview Guide
  - The Interview Guide is just that – a 'guide' to understanding the current state of the site in relation to the upcoming caEHR deployment
  - The Interview Guide is not a tool to criticize or make judgments about the site, and does not set anything in stone. All answers are good answers
  - Introduce the Guide overall, and highlight the content of each section
  - Explain how the information being collected will be used after the site visit

During the Interviews (continued)

- Try to stay focused and on-task
  - When "side-tracked", listen carefully to see if there is an important unexplored area for further discussion (either during that interview or at a later time)
  - Document 'informal feedback'
  - Create a "Parking Lot" for other important issues that surface

- When asking open-ended questions, be sure to elicit as much information as possible without being directive; probe as needed

- For consistency (and to ensure optimal data analysis), ask questions in the same way during each site visit

During the Interviews (continued)

- Ask/answer every question, unless the team agrees ahead of time to skip a question

- Remember to continually 'save' the document as you type (hint: you can set the document to auto save every x minutes)

- Inform participants of next steps, for example
  – Schedule time the next morning to answer a few more questions
  – Provide follow-up to questions that require additional information
  – Team to provide a copy of Site Assessment Survey Results in 2 weeks

After the Interviews

- Schedule time to debrief immediately after the interview

- If any of the data/responses are on paper, enter responses into the Guide electronically as soon as possible

- Note any unanswered questions and make a plan to get them answered

- Send follow-up documentation and thank you notes to all interviewed

- Keep in mind the human factors guidance on application design: "Don't give them what they want – give them what they need."

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- Be very respectful of patient privacy, especially when visiting clinical areas

- Always address physicians with "Doctor xx", unless they specifically ask to be called by their first name

- Dress code is business formal – but check ahead at each site to confirm

- Be flexible during the visit – there *will* be unplanned interruptions and emergencies that will require the schedule to be modified

QUESTIONS?